Strategy I: Create a Work Planning Center (WPC) to Leverage Resources and Manage Processes

Component of Workload Management	Function
Process	
Planning Work	▪ The WPC provides workload measurement data and analysis for NRR leadership to use in making long-term planning, through the workload management tool. ▪ The communications function works closely with those responsible for executing NRR's operating plans. ▪ The analysis function determines and performs appropriate levels of forecasting, based on tracking and trending data, to make weekly and monthly projections about incoming requests and staffing requirements. ▪ The WPC works closely with customers (through leadership, Project Managers, Branch Chiefs, etc.) regarding bi-weekly workload projections.
Receiving Work	▪ The WPC receives external requests via e-mail, through Project Managers and through the mail.. ▪ Internally originated requests are submitted to the WPC for assignment. ▪ The administrative function logs in all received requests to the workload management tool and opens the TAC number. ▪ The administrative function informs appropriate managers of pending work.

Prioritizing Work	▪ The analysis function uses forecasting / trending data to "pre-sort" requests by complexity
	▪ The criteria for prioritization is as follows:
	  ▪ **Safety significance**: if a request reaches a designated safety threshold, it is treated as urgent.
	  ▪ **Impact of time on customer**: if a request reaches a designated time-sensitivity threshold, it is treated as urgent (i.e., an entire reactor will need to shut down unless the request is answered; a senator needs information to vote on an issue within the week).
	  ▪ Most requests receive equal treatment: **first come, first serve** on an individual basis.

Allocating Work	▪ When a request is received:
	  ▪ The analysis function estimates its urgency.
	  ▪ The analysis function estimates its complexity (in terms of hours and knowledge) of request.
	  ▪ The analysis function consults the scheduling and knowledge management tool to identify potential resources.
	  ▪ The analysis function assigns the request to functions and / or individuals according to the staff's skills, availability and knowledge.
	▪ The completion date is determined through algorithms within the workload management tool, trending

Allocating Work (continued)	information, and precedents.
	▪ Requests are classified according to following levels of complexity:
	  ▪ **Urgent** (for NOEDS, sensitive safety / business implications) requests
	  ▪ **Low** complexity requests (i.e., under 24 hours of uninterrupted work time)
	  ▪ **Medium** complexity requests (i.e., four days-four weeks of uninterrupted work time)
	  ▪ **High** complexity requests (i.e., over four weeks of work time)
	▪ The analysis function rotates staffing according to its skill, plant and technical knowledge, experience, availability and interest.
	▪ If there are indications of major disturbances to workflow, according to trending and forecasting data, the WPC's analysis function identifies the need for contractors on a temporary basis to support workload completion.

Distributing Work	▪ Assignments are distributed manually at first, but would ideally move toward electronic receipt of requests or could easily translate manual requests into an electronic form for distribution and completion. ▪ The administrative function enters the request into the workload management tool.
Tracking Work	▪ The analysis function uses the workload management tool, populated with workflow data, to generate "work in progress" status and short / long term trending information every two weeks for Project Managers and communications function. ▪ Operational managers on the analysis function follow up on deadlines.
Completion Work	▪ The administrative function submits completed requests to the Office of General Counsel and appropriate leadership for concurrence (electronically) when concurrence is necessary. ▪ The administrative function logs the completed item out of the workload management tool (electronically). ▪ The administrative function enters the completed item into knowledge management tool (electronically). ▪ The administrative function returns the completed item to the customer.

Supporting Structure	▪ The WPC is composed of 5 functions, whose roles and responsibilities are described below:
	▪ **Communications Function**
	  ▪ Serves as the main communication link between NRR staff and leadership:
	  - Produces and distributes guidance
	  - Produces and distributes production instructions
	  ▪ Translates Operating Plan into weekly / daily goals with the help of the Executive Function.
	  ▪ Advises the analysis function on policy set by the Commission, Executive Team, and NRR leadership.
	  ▪ Provides the staff access to leadership.
	  ▪ Reviews direction for operational acceptability from various perspectives
	  ▪ Who: Experienced employees from both technical staff and Projects (i.e., project directors and branch chiefs)

Supporting Structure (continued)	▪ **Analysis Function** ▪ Oversees day-to-day activities of production planning ▪ Identifies necessary resources ▪ Allocates resources appropriately ▪ Investigates effectiveness of processes - Continuously seeks improvement - Measures performance ▪ Conducts output scheduling and staffing - Leverages work among resources - Keeps on-hand resources staffed - Identifies need for hires / contractors / temporary help ▪ Who: Experienced employees are necessary for determining scope and depth of work (i.e., experienced project managers and section chiefs, experienced technical reviewers) ▪ Operational Managers use daily / weekly plans to factor in holidays and vacation peaks - Concurs on need for RAI - Milestone check with Federal Register notification - Follows up on missed deadline ▪ **Urgent Care Function** ▪ Completes urgent items ▪ One representative coordinates with analysis function to share work flow information ▪ **Administrative Function** ▪ Coordinates incoming requests ▪ Pulls together appropriate documentation for distribution to staff, when assigning request ▪ Receives outputs from staff ▪ Coordinates concurrence process ▪ Logs out of system and closes the TAC number ▪ Deposits completed items into intranet
Resources	
Tools	▪ An automated workload management tool supports the workload management process through scheduling, tracking, report generating, etc. to standardize the workload management process. ▪ An automated knowledge management tool supports the workload management process by housing precedents, outputs, communications, guidance, etc. to eliminate personal networking in finding resources for processing prequests.
Skills	▪ The WPC would be run by experienced personnel with both technical and business skills.

Skills (continued)	▪ Ideally, the WPC would be resourced by people who already have relationships with customers.
Accountabilities/Expectations	▪ The WPC holds functions accountable to deadlines through assigning, distributing, and tracking requests. ▪ The WPC provides a single point of contact for customer requests. ▪ The WPC standardizes communication, expectations, and accountabilities at and between all levels of the organization.
Values/Beliefs	▪ Shifting workloads is viewed as "give and take", not "win/lose". ▪ Organizational performance and outcomes are prior to individual, function, and division performance. ▪ Processes can be identified within NRR's work and subsequently managed
Implementation	▪ Conduct a formal benchmarking study to learn more details of how work planning centers operate in other organizations ▪ Conduct a formal benchmarking study to determine how to appropriately resource and invest in a work planning center

Outcomes for NRR:

- Work Planning Center would provide critical decision-making information to :
  - **Leadership**: who compare planned v. actual outputs and conduct long-term planning
  - **Schedulers**: who assign work and due dates
  - **Project Managers**: who regularly communicate with customers (does NRR meet demand?)
- Leveraged organizational resources
- Measured and analyzed workload
- Integrated/executed operating plan
- Clear expectations and accountability
- Clear communication between NRR staff and leadership
- Effective management of inventory

Strategy II: Adopt an organizational competency-based, workforce planning strategies

Component of Workload Management	Function
Process	**Impact on Process:**
Planning Work	▪ Moving to competency-based workforce planning supports NRR's ability to anticipate future resources given the staff's current abilities and general path of progression. ▪ A competency-based system broadens employee skill base to give NRR greater flexibility to meet changing customer needs. ▪ A competency-based system supports imperatives such as efficiency, customer satisfaction, and flexibility. ▪ This system provides a holistic view of the overall capability of NRR.
Allocating Work	▪ Competency-based workforce planning promotes the development of a larger pool of potential resources for completing customer requests without necessarily adding individuals to the workforce.

Implementation	▪ Critical Steps:
	  ▪ Define the strategic direction for the overall capacity of NRR and nature of its work.
	  ▪ Articulate descriptions of the individual competencies that distinguish high performance.
	  ▪ Assess the current workforce.
	  ▪ Identify gaps in competencies of the current workforce compared to organizational needs.
	  ▪ Analyze the gaps for different sourcing strategies.
	  ▪ Analyze opportunities for automation (through Enterprise Resource Planning systems, other automated systems to support competency development).

Resources	
Tools	▪ NRR would use an automated tool to capture data on employees' training, career planning / progression information, skills, and capabilities. ▪ NRR would rely on an automated tool to analyze appropriate sourcing strategies that meet business requirements. ▪ An automated tool would support NRR's efforts to assess employee competencies.
Skills	▪ Design competencies at the NRR organizational level, which drives competency selection for Projects, technical staff, and ultimately individual managers and staff. ▪ Establish a path of progressing development for all levels within the organization that supports the organization's needs, employees' interests, and employees' career development. ▪ Competencies should link to NRR's organizational outcomes, critical behaviors, and skills, and transcend job descriptions.

Skills (continued)	▪ Examples of organizational competencies may include: ▪ Technical skills / Engineering expertise ▪ Nuclear Regulation ▪ Knowledge Management ▪ Project management ▪ Leadership ▪ Communication
Training	▪ Cross-train employees to better leverage human capital, support career development and succession planning. ▪ Implement systems to identify training gaps between current skills and desired competencies. ▪ Provide training to help employees acquire new competencies and progress their development.
Accountabilities/Expectations	▪ Develop competencies to describe the skills, abilities, knowledge, and traits that distinguish outstanding performers from average performers within a work role or job category. Competencies should not simply define everything employees do in their jobs. ▪ Clarify success criteria and standardizes expectations at several organizational levels.
Values/Beliefs	▪ Both NRR leadership and staff must see cross-training as value-added and does not compromise technical expertise in specific areas. ▪ Both experts and new-hires must be interested in learning new skills and teaching others their area of expertise. ▪ Success criteria for each level of the organization should be reflected in organizational competencies rather than individual managers' personal biases when conducting performance appraisals. ▪ NRR leadership should provide incentives to share knowledge in diverse formats.

Outcomes for NRR:

- Maximum leverage of human capital
- Flexibility to changing customer expectations
- Standardized expectations of skill and behavior acquisition
- Clear accountability for acquisition of competencies
- Organization-wide recognition of success criteria

Strategy III: Utilize a workload management tool that meets NRR business needs

Component of Workload Management	Function
Acceptance	• Capture inputs by logging new work into the system.
Allocation	• Centralize allocation of workload and management of resource loading.
Distribution	• Use automated workflow tools to manage movement of work in and out of central distribution point.
Tracking	• Capture work in progress data to compare against estimated project milestones, cycle times, and level of effort.
Status Reporting	• Automate reporting to notify process managers of project status.
Updating / Insertions	• Accommodate updates and insertions of new work with a flexible system.
Completion	• Capture outputs to log work out of the system.
Planning	• Coordinate communication with process managers to develop forecasts. • Drive development of schedules from forecasts.
Scheduling	• Identify conflicts and employ resolution capability to present options for managing workload and insertion of new work. • Publish daily and periodic (i.e., weekly, monthly or quarterly) schedules by division.
Routing	• Distribute assignments through electronic routing with e-mail notification upon receipt of new work. • Include capacity for attachments with guidance and supporting information for completion on assigned work.
Status Reporting	• Access views for status of work schedules including budget cost to work performed; actual cost to work performed; variances; and budget at project completion using spreadsheet capability.
Integrated systems	• Integrate data from systems tracking time and attendance to support identification of available resources. • Capture work in progress data and combine with the status of the deliverables or milestones for that project to identify precise status.

Component of Workload Management	Functions
Graphics	• Develop capacity to support transmittal of work with attachments (maps, diagrams, etc.). • Develop capacity to generate graphics in reporting or completion of work.
Spreadsheets	• Integrate user-friendly software applications that are familiar to many users in developing the tool.
Reporting	• Review or extract data for analysis. • Support faster, more informed management decisions. • Identify delays and downtime. • Monitor departmental costs and productivity. • Develop repository of historical data to support more accurate predictions of cycle times to increase effective resource management.
Decision Support	• Accommodate "what if" analysis for scheduling options and resource management. • Develop ranking factors for staff experience, type of work, complexity of work, etc.
Structure	• Develop a user-friendly system that supports high interaction. • Clearly define access levels for user views and updating capabilities. • Clearly define roles and responsibilities for data gathering, data entry, production, updates and reporting.
Environment	• Protect integrity of network by establishing restrictions for user access and monitoring remote access activities. • Develop centralized library or repository of information to assist in completion of work assignments. • Assess existing information technology systems that support critical business processes. • Create and maintain a common technology platform on workstations throughout the organization.
Skills	• Identify and include skills for Planning Center Function including technical expertise, project management, budgeting, project risk analysis, information processing, communication, leadership, conflict management, professional ethics, and functions.

Component of Workload Management	Function
Support	• Use knowledge management to support maintaining current skills and experience of staff for effective resource loading.
Training	• Use user-friendly, familiar application packages to reduce the need for training. • Use professional trainers rather than IT employees for training. • Use IT employees to help develop course content to help bridge technical knowledge gap of professional trainers.
Cost / Benefit	• Centralize planning and scheduling functions to decrease the cost of process – fewer staff responsible for process equals reduced cost and increased capacity for process managers. • Centralize data storage and management to improve efficiency and over time recoup initial cost of acquiring supporting technology.
Development / Implementation	• Increase user involvement in development of new systems to lead to higher user satisfaction, user productivity and overall system effectiveness. • List some overall design comments that identify tools to be used, system requirements, application purpose, and the main pieces of the application with which users will interact. • Describe five types of design attributes: workflow, groups, subforms, forms, and views. • List actions, decisions, and yes / no branches in the workflow portion. • Identify groups of users. • List the attributes on which data views should be based. • Develop detail for forms and subforms (types include a record lookup subform, a company information subform, etc.). There is a description of purpose followed by a table that lists fields, type of information, the default value, whether it's a required field, whether the field is edited or computed, and any comments. Some forms have the names of previously identified subforms as some of their fields

Component of Workload Management	Function
Support	• The IT organization provides technology and human resources to support knowledge management programs and maintains the knowledge management IT infrastructure. • Hire help desk technicians based on their attitude and interpersonal skills, not their technical abilities or experience alone.
Values/Beliefs	• Support migration from paper-based system to automated workflow tool.
User Group	• Include technical and functional experts in developing a Joint application design function. • Establish a centralized point of contact of users.
Outcomes • Automates workflow (best practice) • More decision and planning support for leveraging resources • Stronger NRR business processes through efficient project tracking and forecasting • Increased flexibility to manage unpredictable workload	

Strategy IV: Emphasize Knowledge Management by Developing an Automated, Centralized, Accessible Intranet for Knowledge Management

Component of Workload Management	Function
Process:	
Distribution	▪ Accelerates the transfer of key NRR findings and information
Structure	▪ Creates an NRR institutional memory and knowledge bank ▪ Provides a virtual common workspace with a group-centered interface allowing NRR participants to share NRR information and ideas ▪ Stores entire sets of messages, discussion items, supporting documents and organizational knowledge ▪ Contains a database of NRR customer information, ranging from names and addressees to solutions to common problems for various applications. ▪ Viewable on-line, information and reports throughout NRR ▪ Links to outside email for communication with NRR customers ▪ Provides access to the World Wide Web (WWW) ▪ 100% accessible anytime, anywhere with assigned password ▪ Coordinates with NRR business processes
Resources:	
Tools	▪ Uses a combination of electronic document management software, GroupWare and intranet features and to organize NRR documents in an enterprise-wide, shared system. ▪ Enables NRR employees to create, share, retain, reuse, and build on the knowledge that exists across NRR departments and NRR functional areas.
Skills	▪ Creates a NRR knowledge community to share ideas: "Interest Profiles", Sharing Rallies" ▪ Provides capability for electronic training for new NRR hires ▪ Spreads NRR knowledge by accumulating it in specialist departments and then disseminating it to other departments

Component of Workload Management	Function
Training Support	▪ Train all NRR users ▪ Train NRR employees to preserve the integrity of the system ▪ Establish a knowledgeable and responsive NRR help desk
Accountabilities/Expectations	▪ When NRR employees understand how use of the internal information system supports NRR vision, they are more likely to use the system and embrace the overriding philosophy of knowledge sharing. ▪ NRR leaders effectively and actively manage initial user impressions. Question and answer sessions, either electronic or in-person, discussion database, and presentations will train users about the knowledge management system , to eradicate fears and misgivings about the system. ▪ Demonstrates NRR regulatory compliance during government audits for document management.
Values/Beliefs	▪ Provides for opportunity to reward use and knowledge contribution and make GroupWare use an integral part of the workflow that those who do not use it feel out of the loop.

Outcomes for NRR:

- Leveraged NRR organizational experience
- Enhanced NRR collaborative efforts and group productivity
- Better communication, collaboration and coordination within NRR
- Formalized repository for NRR organizational knowledge and effectively disseminated NRR knowledge
- Link between NRR and customer information
- Eliminated time and space restraints
- Foundation for NRR organizational memory, which remain viable even as employees leave
- Precedent for knowledge capturing techniques

Strategy V: Shape Organizational Values and Beliefs Around Leveraging Knowledge and Resources for Continuous Improvement

Component of Workload Management	Function
Process	▪ NRR should reconsider how staff use information. ▪ NRR should focus on three aspects of the learning cycle: knowledge acquisition, knowledge dissemination, and knowledge utilization.
Structure	▪ NRR should facilitate knowledge sharing through all levels and all departments of the organization.
Resources	
Tools	▪ NRR should develop a realistic assessment of how much the organization can credibly change and how information technology can realistically support and enable change. ▪ NRR should create a knowledge management infrastructure and culture with a Chief Knowledge Officer.
Skills	▪ NRR should embrace new technologies and methodologies that will improve the techniques of sharing knowledge. ▪ NRR should promote continuous education.
Staffing	▪ NRR could consider having knowledge initiative managers and social systems analysts to manage change and determine information needs. ▪ NRR should evolve into a learning, knowledge-based organization led by a senior management function committed to knowledge sharing values. ▪ NRR should create and encourage a knowledge sharing culture by providing time and resources for knowledge sharing.
Accountabilities/Expectations	▪ NRR staff should be persuaded to contribute information and use knowledge sharing systems. ▪ NRR should encourage cultural changes that promote the acceptance and use of methods and philosophies of sharing knowledge. ▪ The success or failure of creating / shaping an internal corporate culture that can support and encourage long-term change is as much responsibility of organizational leaders as the workforce. ▪ In order to fully leverage organizational knowledge, NRR leadership must buy-in to the ideal of sharing knowledge. ▪ Lack of individual commitment will counteract any efforts NRR makes toward real cultural change. ▪ NRR business performance will improve when organizational leaders understand that there is a strong correlation between knowledge management and achievement. ▪ Knowledge management should be integrated into the culture so that everyone becomes a knowledge leader.

Values and Beliefs	▪ Changing NRR's information culture means altering basic behavior, attitudes, management techniques, and perspectives that relate to information. ▪ NRR must examine the organizational and behavioral factors that may undermine implementation of knowledge sharing. ▪ Knowledge sharing empowers employees thereby increasing employee satisfaction. ▪ NRR commitment to knowledge sharing must be clearly communicated in order to achieve a knowledge based corporate climate. ▪ NRR should assess current values and beliefs operating in the organization to obtain a clear picture of its culture and the way things are done. ▪ NRR leadership should attempt to influence and thereby change values and beliefs in the workplace to support the knowledge sharing goals and strategies.

Outcomes for NRR:

- Leveraged knowledge will contribute to:
  - improved process efficiency and customer services at NRR
  - encouraged standardization
  - increased customer service
  - enforced safety standards
- Managed change and supported strategic goals
- Better integration of workforce beliefs and values with NRR goals
- Change efforts that "fit" the values and beliefs that drive the workforce
- Managed organizational knowledge central to NRR's organizational strategy
- Atmosphere of openness and trust brought about by the eagerness to share knowledge in NRR